

Training

STATINTL

28 September 1976

## MEMORANDUM FOR THE RECORD

FROM : [REDACTED]  
Deputy Director for Operations Training

SUBJECT: Meeting with Christopher F. Edley, Executive  
Director of the United Negro College Fund

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1. On 24 September Mr. Edley was given a tour of the Headquarters building by [REDACTED] who had been in touch with Mr. Edley in late 1974 concerning the Agency's interests in recruiting qualified black candidates. The ensuing spate of publicity accompanying the Congressional investigations of the Agency had caused this contact to lapse.
2. Mr. Edley was well impressed with his tour of Headquarters and at a meeting held later in the Office of Training spoke freely and helpfully about the Agency's problems.
3. Mr. Edley prefaced his remarks by saying that Bob Amory had been one of his professors in college. When Edley graduated from law school, he found that Amory had joined the Agency and met with Amory to express an interest in perhaps joining CIA. Nothing came from this meeting. Edley then joined the Ford Foundation and later went to his present position in the United Negro College Fund.
4. Edley's views on what the Agency would have to do to attract and hire qualified blacks were realistic and tough minded. He said we would be "naive" to think that speeches by Agency officers to groups of qualified blacks would solve our problem. He felt that "speaking out" on the Agency was a valuable technique, but that it would have to be combined with other specific speeches before results could be achieved. Edley said he had worked with many large U.S. companies interested in

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hiring qualified blacks, and that the successes these companies had received resulted, as he called it, from putting candidates "under the magnifying glass." (It was interesting, as I listened to Mr. Edley's description of what it will take to get qualified blacks into the Agency, to hear him use so many of the terms familiar to us: spotting, assessing, interviewing. These are the steps which Edley feels we must go through on a one-to-one basis if we are to come up with qualified blacks.)

5. Specific steps he suggested, including the following:

- a. Consult lists of blacks who have passed the PACE exam and lists of those who have either passed or failed the Foreign Service exam-- this could give us names of talented targets.
- b. College recruiters should be cultivated as they know their students and are good sources of leads.
- c. Edley suggested that an internship program for black professors might be an effective way of securing spotters on black campuses.
- d. He stated that many blacks who have joined banks are now frustrated by the dull work and promotion prospects. He also stated that IBM salesmen are frequently dissatisfied with their jobs after one or two-years experience.
- e. He felt that the \$10,000 to \$15,000 salary range should attract very high-qualified blacks if we get to the right man at the right time with a specific offer.

6. Edley said, in conclusion, that he has watched a number of other organizations try to get qualified blacks onto their payrolls. Those who had succeeded worked hard, spotted individuals, made an appeal to them, and

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hired them on a one-on-one basis. Those who had failed made speeches and had a generalized approach with no follow-up. Some companies in the technical field have given training to bright young blacks prior to hiring them. Edley did not know if it would be possible for a government office to do this, but indicated that only by painstaking and individualized efforts can we make ourselves competitive in the field.



cc: DDO  
C/CMG

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Approved For Release 2000/08/31 : CIA-RDP79-00498A000700050037-9

### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Meeting with Christopher F. Edley, Executive  
Director of the United Negro College Fund

FROM:

Director of Training  
1026 C of C

EXTENSION

3245

NO.

DATE

DDA 76-5252

30 September 1976

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

D/Pers  
5E13 Hqs

IRTP

10/20/76

10/16

MA

2.

DD Pers  
20 OCT 1976

21 OCT

1976

27

3.

DD Pers

22 OCT

1976

J

4.

ED/DDA  
7D26 Hqs

23 OCT

1976

28

5.

DDA

28 OCT

1976

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29 OCT

1976

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REC/DDA

12 Nov

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